

# AGENDA

- **Introduction**
- **FEVS Results**
  - **2017 FEVS Background**
  - **DHS Comparison**
  - **CBP Highlights**
- **Tableau Dashboards: Employee Engagement Drivers**
- **Employee Engagement Strategy**
- **Innovation Session**
- **Next Steps**



# 2017 FEVS BACKGROUND

## CUSTOMS AND BORDER PROTECTION

### SURVEY ADMINISTRATION

FIELD PERIOD	May 11 - June 22, 2017
SAMPLE OR CENSUS	SAMPLE
NUMBER OF SURVEYS COMPLETED	13,410
RESPONSE RATE	44.4%

### FEVS EMPLOYEE ENGAGEMENT INDEX (EEI):

*EEI measures conditions conducive to the engagement of an agency's work environment.*

### 2017 EMPLOYEE ENGAGEMENT INDEX

57%		
LEADERS LEAD	SUPERVISORS	INTRINSIC WORK EXPERIENCE
43%	67%	62%

### Highest % Positive Items

Select: Highest % Positive

Q7	When needed I am willing to put in the extra effort to get a job done.	94%
Q13	The work I do is important.	89%
Q8	I am constantly looking for ways to do my job better.	87%
Q5	I like the kind of work I do.	82%
Q49	My supervisor treats me with respect.	79%

### Highest % Negative Items

Select: Highest % Negative

Q33	Pay raises depend on how well employees perform their jobs.	66%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	57%
Q22	Promotions in my work unit are based on merit.	53%
Q9	I have sufficient resources to get my job done.	49%
Q24	In my work unit, differences in performance are recognized in a meaningful way.	48%



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# DHS COMPONENT COMPARISON

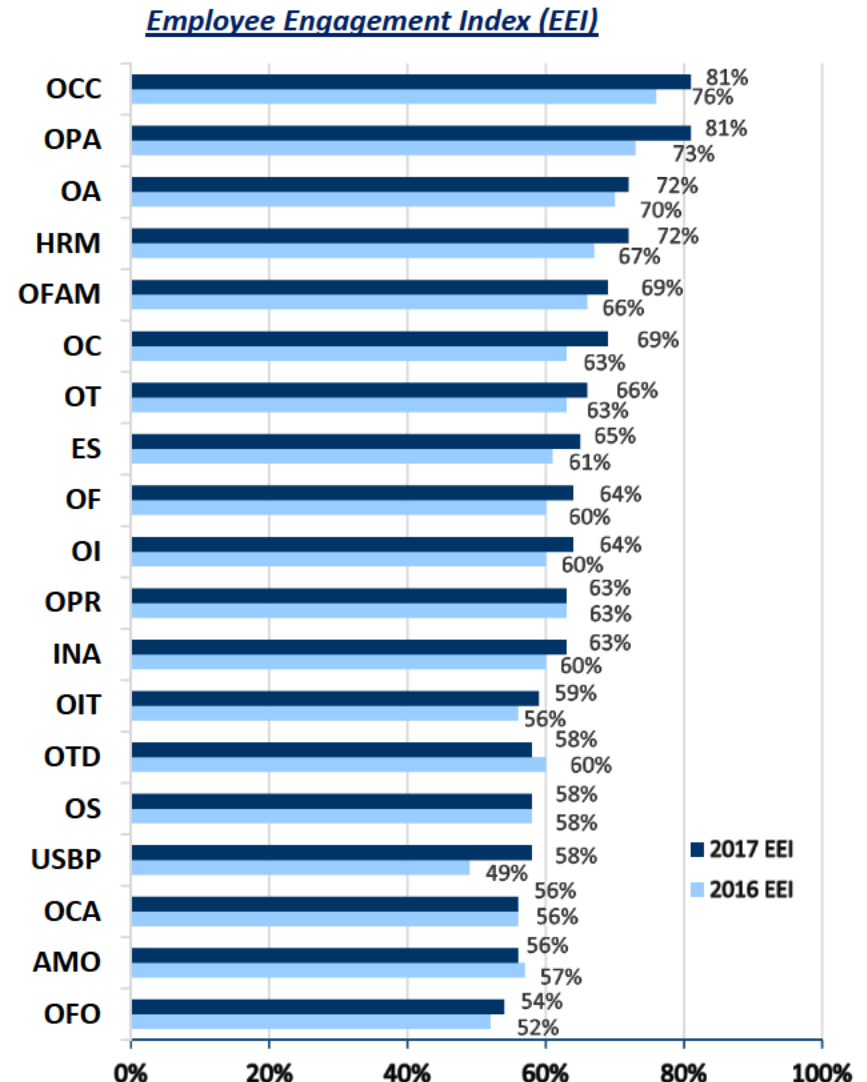
EMPLOYEE ENGAGEMENT INDEX	2015	2016	2017	Delta 2016 - 2017
U.S. DEPARTMENT OF HOMELAND SECURITY	53%	56%	60%	4%
U.S. CITIZENSHIP AND IMMIGRATION SERVICES	68%	71%	74%	3%
UNITED STATES COAST GUARD	69%	73%	74%	1%
DOMESTIC NUCLEAR DETECTION OFFICE	78%	74%	73%	-1%
SCIENCE & TECHNOLOGY	58%	65%	68%	3%
UNDER SECRETARY OF MANAGEMENT	60%	65%	68%	3%
OFFICE OF INSPECTOR GENERAL	63%	65%	66%	1%
FEDERAL LAW ENFORCEMENT TRAINING CENTER	63%	67%	65%	-2%
OFFICE OF THE SECRETARY	64%	66%	65%	-1%
FEDERAL EMERGENCY MANAGEMENT AGENCY	56%	59%	63%	4%
U.S. IMMIGRATION & CUSTOMS ENFORCEMENT	48%	55%	62%	7%
INTELLIGENCE & ANALYSIS	53%	57%	61%	4%
NATIONAL PROTECTION & PROGRAMS DIRECTORATE	53%	57%	59%	2%
U.S. CUSTOMS & BORDER PROTECTION	49%	53%	57%	4%
TRANSPORTATION SECURITY ADMINISTRATION	53%	52%	56%	4%
UNITED STATES SECRET SERVICE	49%	50%	51%	1%



# CBP FEVS HIGHLIGHTS

## FEVS Employee Engagement Index (EEI) Results:

- CBP EEI increased 4% overall
- CBP EEI increased to its highest level, 57% since 2012
- Largest single increase was USBP by 9%
- Highest scores tied for first at 81%:
  - *Office of Chief Counsel (OCC)*
  - *Office of Public Affairs (OPA)*

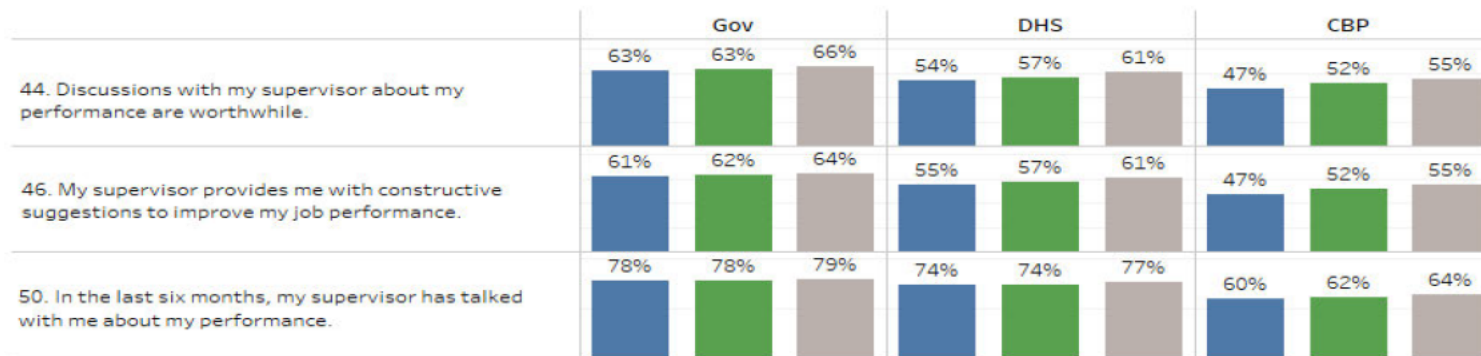


# EMPLOYEE ENGAGEMENT DRIVERS

## Employee Engagement Key Drivers

The Office of Personnel Management (OPM) has identified five key drivers of employee engagement contained within the questions included in the Federal Employee Viewpoint Survey (FEVS). Behaviors that improve the scores on these FEVS questions can have a positive impact on employee engagement which can lead to improved team performance and employee morale.

**#1. Performance Feedback:** Meaningful, worthwhile, and constructive performance conversations with supervisors.



Select Work Units

(Multiple values) ▼

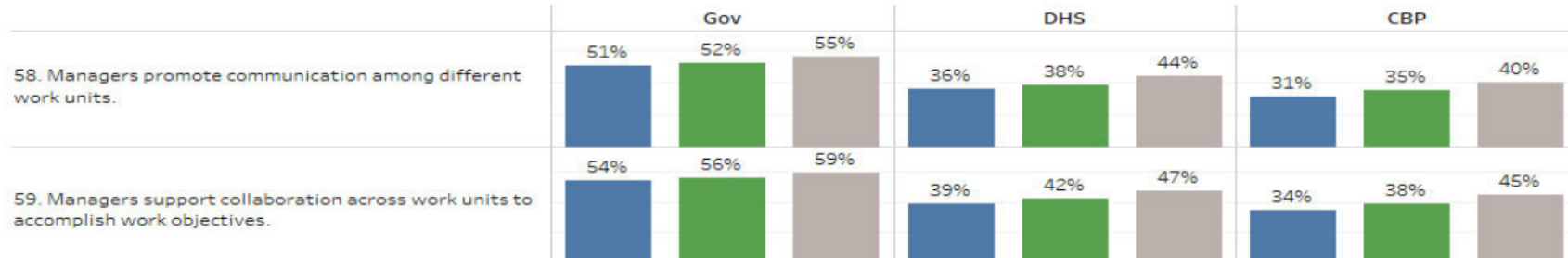
Select Year(s)

- ☒ (All)
- ☒ 2015
- ☒ 2016
- ☒ 2017

FEVS Year Key

- 2015
- 2016
- 2017

**#2. Collaborative/Cooperative Management:** A management style that promotes/supports collaborative communication/teamwork.



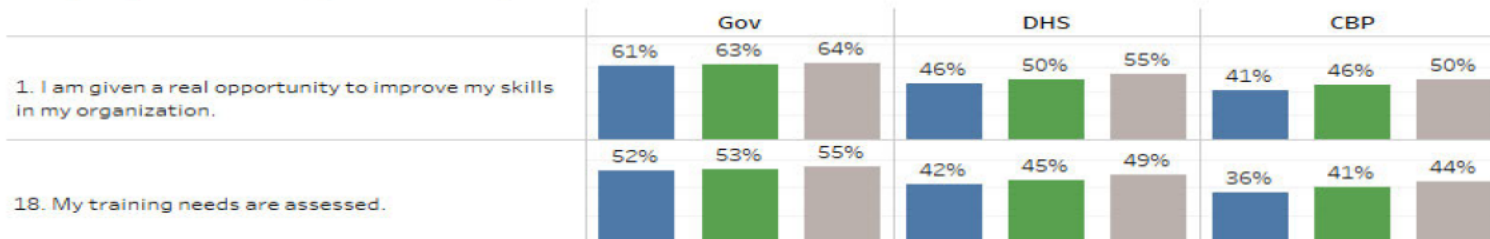
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# EMPLOYEE ENGAGEMENT DRIVERS – CONT.

## Employee Engagement Key Drivers (continued)

### Employee Training & Development



Select Work Units

(Multiple values)

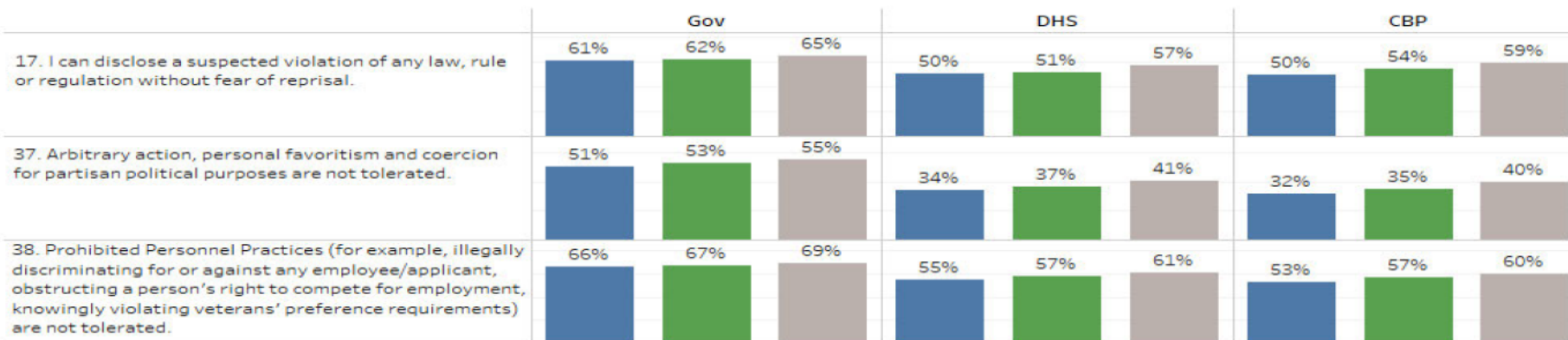
Select Year(s)

- ☒ (All)
- ☒ 2015
- ☒ 2016
- ☒ 2017

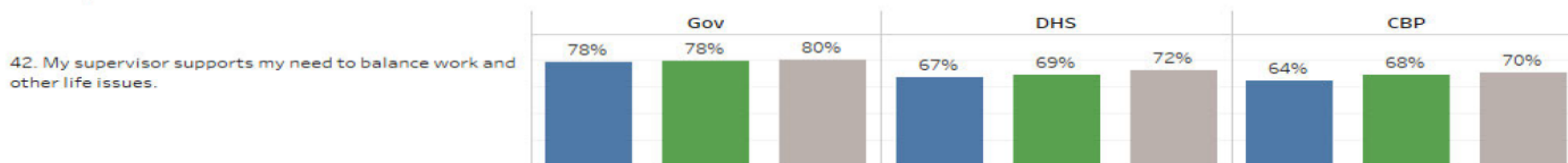
FEVS Year Key

- 2015
- 2016
- 2017

### Merit Principles



### Work/Life Balance



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# EMPLOYEE ENGAGEMENT STRATEGY

**Strategy:** Leverage both a top-down and bottom-up approach to address employee engagement:

- **Top down:** Quarterly Employee Engagement Council (EEC) and monthly Employee Engagement Steering Committee (EESC) ensure employee morale, engagement initiatives, and communication are “owned” and implemented by offices throughout CBP
- **Bottom-up:** Empower local program offices to address local issues and root causes of dissatisfaction
- **Employee Engagement Center of Excellence:** Engagement advisory services through FEVS analytic support, engagement action planning and sharing best practices. Promotes engagement through strategic communications and coordination with CBP offices, DHS and other entities.



# DHS LEADERSHIP YEAR

- Promote a culture of leadership and highlight the importance of leadership at all levels.
- This effort will support the Collaborative and Cooperative Management and Merit Principles Drivers.
- DHS and Component-wide activities aligned with key themes for each quarter.
- CBP Initiatives:
  - Leadership-related muster messages
  - CBP-wide leadership reading list
  - Speakers/seminars
  - Leadership testimonials



# EMPLOYEE ENGAGEMENT STEERING COMMITTEE INNOVATION SESSION

## PURPOSE

- **Review** CBP's 2017 FEVS Results
- **Discuss** CBP's 2018 Engagement Drivers
- **Develop** CBP Corporate Initiatives based on FEVS results

## PROCESS

- **Review** the two Engagement Drivers: Performance Feedback and Employee Training & Development
- **Generate** a list of possible initiatives for each of the two drivers
- **Vote** on the initiatives for most innovative and impactful



# INNOVATION SESSION: RESULTS

## Recommended Driver Performance Feedback

- Initiative
- Develop process to hold supervisors accountable
- Training for managers on how to conduct effective performance management conversations

## Recommended Driver Employee Training & Development

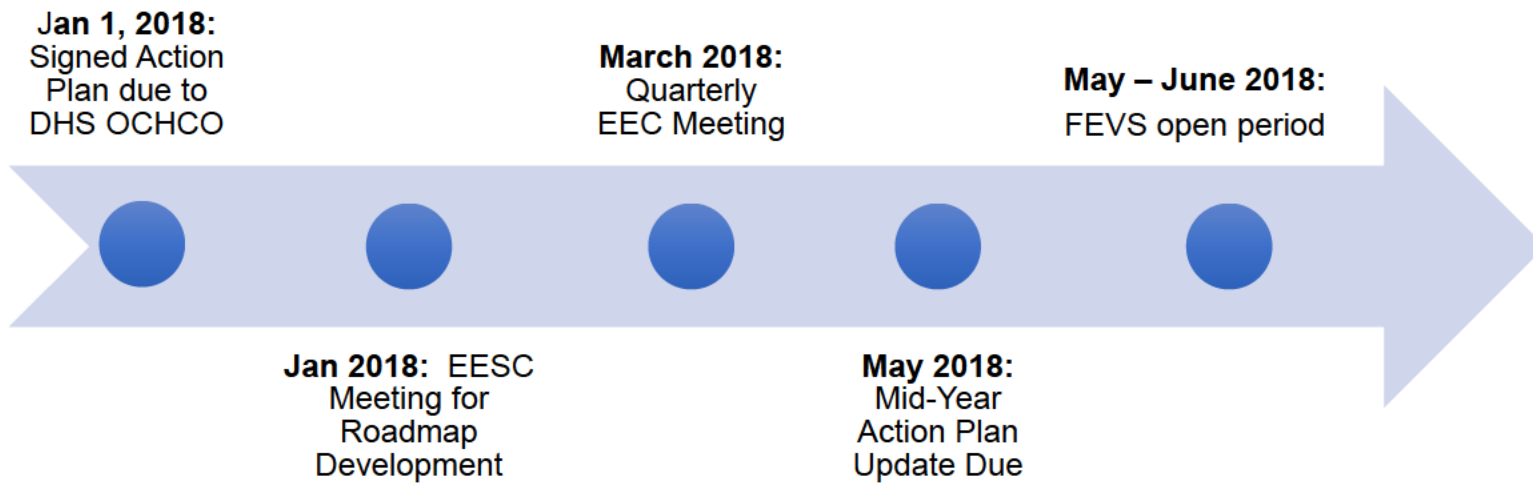
- Initiative
- Train supervisors on how to develop employees
- Career development training (resume writing, interviewing, competing in the application and selection process)

## ACTION

- (A) Commissioner approval to implement the initiatives



# TIMELINE



~~FOR OFFICIAL USE ONLY~~

**CBP Employee Engagement Council  
October 30, 2017  
10:00 AM – 11:00 AM  
Ronald Reagan Building, Commissioner Conference Room**

**Overview:**

- You will be meeting with the Employee Engagement Council (EEC) on October 30, 2017 from 10:00 – 11:00 AM in the Commissioner's Large Conference Room.
- The goals of the meeting are to discuss the progress of CBP's Employee Engagement activities, including the 2017 Federal Employee Viewpoint Survey (FEVS) results and an Innovation Session.
- You will be meeting with senior leaders from each office. A full list of participants is below.

(b) (5)

~~FOR OFFICIAL USE ONLY~~

(b) (5)

- Next Steps

(b) (5)

**PRESS:** Closed

**ATTACHMENTS:**

A. EEC Presentation

**PARTICIPANTS:**

CBP

Commissioner

Deputy Commissioner

Executive Assistant Commissioners

Assistant Commissioners

Chief

Director (b)(6);(b)(7)(C)

Deputy Director (b)(6);(b)(7)(C)

Director (b)(6);(b)(7)(C)

**Staff Responsible for Briefing Memo:**

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

---

**Subject:** End of Year Correspondence and Training Overview  
**Location:** Chief's Office  
  
**Start:** Tue 12/19/2017 2:00 PM  
**End:** Tue 12/19/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

---

**Subject:** End of Year Correspondence and Training Overview  
**Location:** Chief's Office  
  
**Start:** Wed 12/20/2017 2:00 PM  
**End:** Wed 12/20/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

---

**Subject:** End of Year Correspondence Review / Mandatory CBP Training  
**Location:** Chief's Office  
  
**Start:** Fri 12/8/2017 1:00 PM  
**End:** Fri 12/8/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

**Subject:**

(b)(6);(b)(7)(C)

**Location:**

**Start:**

Fri 12/29/2017 7:00 AM

**End:**

Fri 12/29/2017 7:30 AM

**Recurrence:**

(none)

**Meeting Status:**

Accepted

**Organizer:**

(b)(6);(b)(7)(C)

**Required Attendees:**

PROVOST, CARLA (USBP)

**Importance:**

High

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

---

**Subject:** FBI Case Briefing  
**Location:** TBD, Hoover Building

**Start:** Fri 12/15/2017 2:00 PM  
**End:** Fri 12/15/2017 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** KLEIN, MATTHEW (OPR); (b)(6);(b)(7)(C) (b) (6), (b) (7)(C); VITIELLO,  
RONALD D (USBP); PROVOST, CARLA (USBP) (b)(6);(b)(7)(C) LUCK,  
SCOTT A (USBP)

(b)(6);(b)(7)(C)

---

**Subject:** FW: Case Update  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 12/8/2017 3:30 PM  
**End:** Fri 12/8/2017 4:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER

(b)(6);(b)(7)(C)

United States Border Patrol

(b)(6);(b)(7)(C) – iPhone

(b)(6);(b)(7)(C)

All times listed are in the following time zone:(UTC-05:00) Eastern Time (US & Canada)

---

**From:** CBP COMMISSIONER SCHEDULER

**Sent:** Tuesday, December 05, 2017 11:34:33 AM

**To:** CBP COMMISSIONER SCHEDULER; KLEIN, MATTHEW (OPR);

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) VITIELLO, RONALD D (USBP)

**Subject:** Case Update

**When:** Friday, December 08, 2017 4:30 PM-5:00 PM.

**Where:** Commissioner's Small Conference Room

Phone: (b) (7)(E)

Pin: (b) (7)(E)

(b)(6);(b)(7)(C)

---

**Subject:** FY18 C1 & B1 Priorities

**Location:** Conf RM (b)

**Start:** Mon 12/11/2017 11:00 AM

**End:** Mon 12/11/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** USBP CONFERENCE ROOM (b)

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HULL, AARON A; HUFFMAN, BENJAMINE C; HOOVER, CRINLEY S; (b)(6);(b)(7)(C)

**Optional Attendees:**

(b)(6);(b)(7)(C)

Briefing to cover the fy18 Priorities, and the path forward.

V/R,

-ASC (b)(6);(b)(7)(C)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (7)(E)

(b) (5)

(b) (5)

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(b) (5)

(b) (5)

(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

(b) (5)

(b) (5), (b) (7)(E)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5), (b) (6)

(b) (5)

(b)(6);(b)(7)(C)

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**Subject:** Mandatory Training and Year End Correspondence

**Start:** Mon 12/18/2017 9:00 AM

**End:** Mon 12/18/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

**Subject:** \*materials added\* CBP Wall Program

**Location:** (b) (7)(E)

**Start:** Thu 12/21/2017 1:00 PM

**End:** Thu 12/21/2017 2:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Scheduler2, OUSM

**Required Attendees:** Grady, Claire; (b) (6) Standing ARB Members;  
(b) (6), (b) (7)(E) MCALEENAN, KEVIN K;  
VITIELLO, RONALD D (USBP); KOLBE, KATHRYN; BORKOWSKI, MARK S; LANDFRIED,  
PHIL A; ISBELL, VALERIE S; SAHAKIAN, DIANE V; (b) (7)(C), (b) (7)(E) PROVOST, CARLA  
(b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C) CALVO, KARL  
H; (b)(6);(b)(7)(C)

**Optional Attendees:**

(b)(6);(b)(7)(C)



PLEASE DO NOT FORWARD THIS INVITATION.  
PLEASE DO NOT FORWARD THIS INVITATION...

**PLEASE DO NOT FORWARD THIS INVITATION.**

**Recipients of forwarded invites will not receive updates.**

Please send surrogate and / or additional meeting attendee requests to (b) (6) [or](#)  
(b) (6)

Briefing Memo: Yes

OUSM Scheduler: (b)(6);(b)(7)(C)

Logistical Information: (b) (7)(E)

Attendees / Participants:

HQ

Claire Grady

(b) (6)

Under Secretary for Management  
Deputy Secretary Under Secretary for Management  
Director, Acquisition Governance, PARM  
Component Lead Analyst, PARM

**CBP Participants**

(b)(6);(b)(7)(C)

Director, Operational Test & Evaluation  
Chief Systems Engineer

Kevin McAleenan	Commissioner
Ronald Vitiello	Deputy Commissioner
Kathryn Kolbe	Executive Assistant Commissioner Enterprise Services
Mark Borkowski	Component Acquisition Executive
Phil Landfried	Chief Information Officer
Valerie Isbell	Deputy Chief Information Officer
Diane Sahakian	Head Contracting Authority
(b)(6);(b)(7)(C)	Acting Chief Financial Office
Carla L. Provost	Chief USBP
(b)(6);(b)(7)(C)	Program Manager
	Portfolio Acquisition Executive
	CAE Staff
Scott Luck	USBP, Lead Business Authority
(b)(6);(b)(7)(C)	Executive Director, Program Management Directorate (PMOD)
Karl Calvo	Assistant Commissioner, OFAM
(b)(6);(b)(7)(C)	Chief Engineer/Lead Technical Authority
	Acting Executive Director, Acquisition Governance and Oversight

---

*And others deemed necessary by those listed above*

INVITE CREATED: 7 DEC – (b) (6)

(b) (5), (b) (7)(E)

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(b) (5), (b) (7)(E)

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(b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

**Subject:** (b) (6) and Company Progress Report  
**Location:** 6.5E Conf Rm (b)(6)

**Start:** Fri 12/8/2017 12:00 PM  
**End:** Fri 12/8/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C.

(b)(6);(b)(7)(C)

**Optional Attendees:**

(b)(6);(b)(7)(C) HOOVER, CRINLEY S; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)

Chiefs,

Please see below, Read ahead materials will be provided by (b) (6) group on the date of the meeting.

V/R,

-ASC (b)(6);(b)(7)(C)

(b) (6) is supporting the Office of the Commissioner to assist in assessing CBP's strategic direction as an agency in light of the current challenges and future trends the agency will face. We will be presenting our findings at the ALC this Thursday (12/7), which include a discussion of CBP's current 'readiness to deliver' against the FY18 Strategic Priorities. We are scheduling follow up meetings with each EAC the week of Dec 11-15th to share our detailed findings relevant to their Office, and to seek their input on the path moving forward for CBP to strengthen its long term strategic plan.

As background -- (b) (6) is a global management consultancy that serves clients across the public, private, and social sectors on a broad array of issues (e.g., strategy, operations, org).

(b)(6);(b)(7)(C)

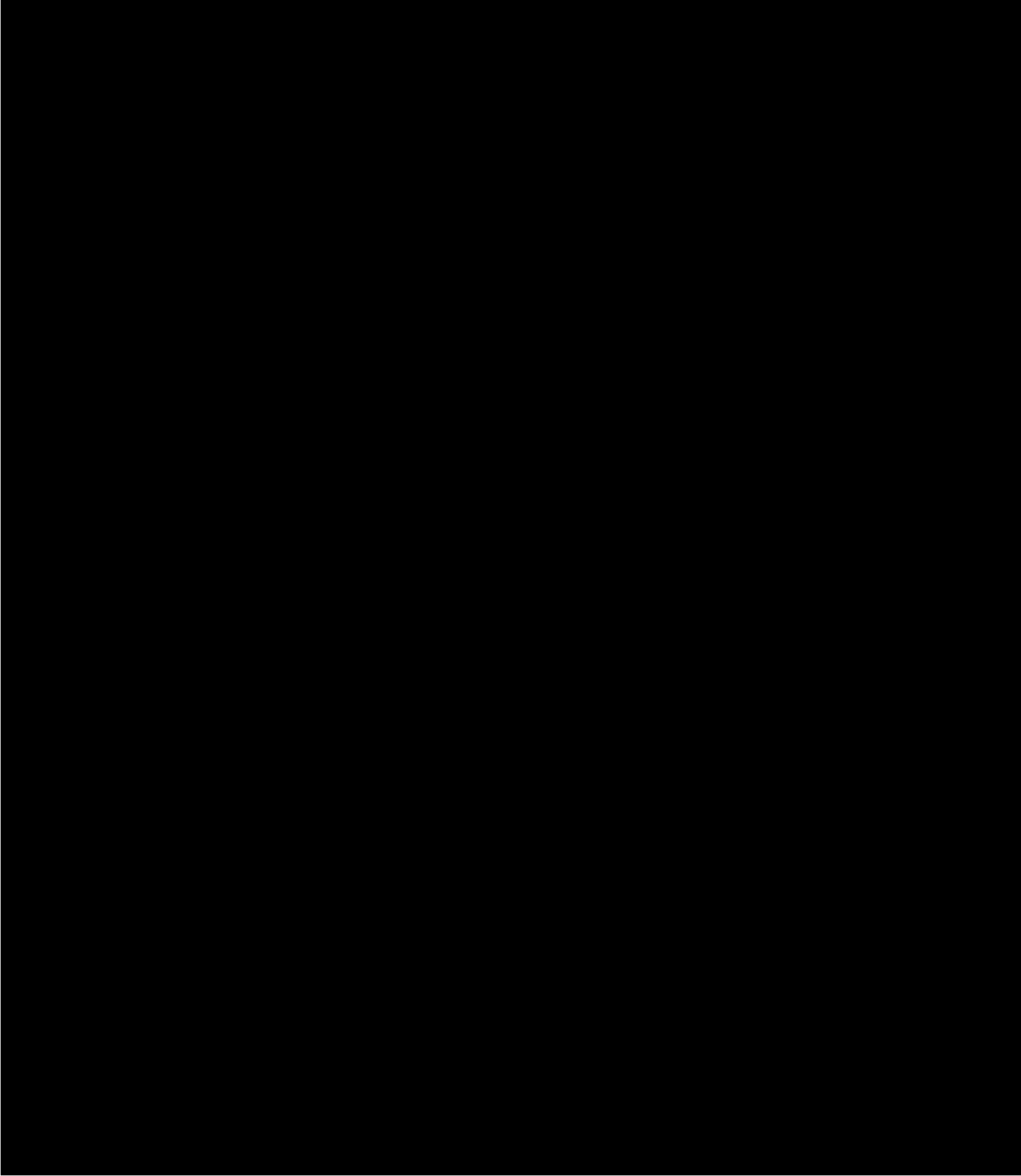
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**Subject:** Meet w/ (b)(6);(b)(7)(C)  
**Location:** Commissioner's Small Conference ROom  
  
**Start:** Mon 12/18/2017 2:00 PM  
**End:** Mon 12/18/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) VITIELLO, RONALD D (USBP); OC BRIEFING STAFF

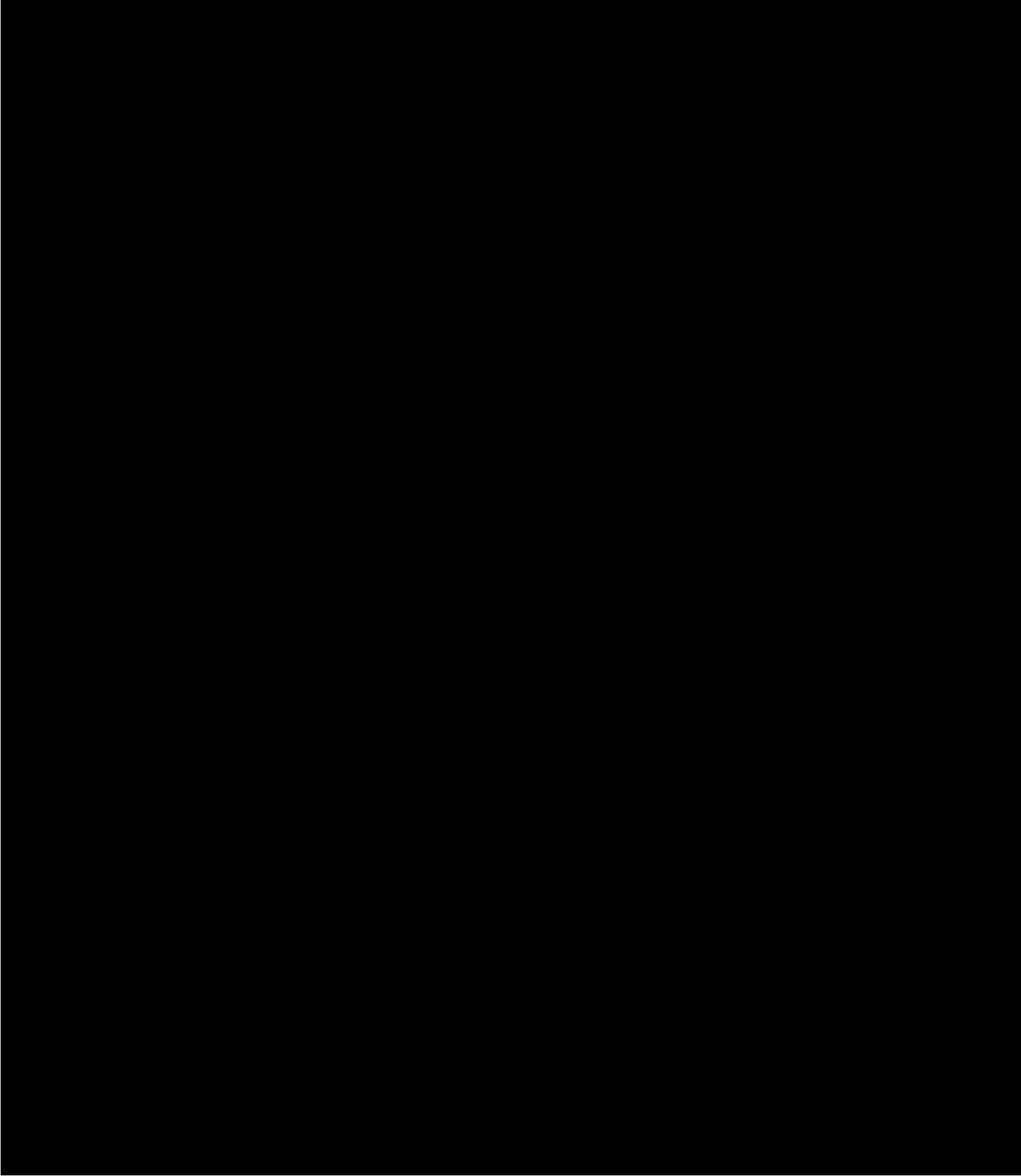


BM: Yes  
Lead Office: BP  
OC POC: (b)(6);(b)(7)(C)

(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b)(6);(b)(7)(C)

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**Subject:** Meet with (b)(6);(b)(7)(C)  
**Location:** Chief's Office  
  
**Start:** Mon 12/18/2017 3:00 PM  
**End:** Mon 12/18/2017 3:30 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)

For conversations regarding (b) (7)(E).

V/R,

-ASC (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Operational Mobility & Union Vetting  
**Location:** Teaming Area

**Start:** Mon 12/11/2017 7:00 AM  
**End:** Mon 12/11/2017 7:30 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** HUFFMAN, BENJAMINE C

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); (b)(6);(b)(7)(C) HOOVER,  
CRINLEY S; (b)(6);(b)(7)(C)

**Optional Attendees:**

(b)(6);(b)(7)(C)

- No read aheads ATT

(b)(6);(b)(7)(C)

**Subject:** Operator's Pre Brief for Hiring Meeting

**Location:** (b) (7)(E)

**Start:** Thu 12/14/2017 9:30 AM

**End:** Thu 12/14/2017 10:00 AM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** JACKSTA, LINDA L (AC HRM)

**Required Attendees:** KLEIN, MATTHEW (OPR); Owen, Todd C (AC OFO); WAGNER, JOHN P; PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) YOUNG, EDWARD E; PEREZ, ROBERT E; GOLDSMITH, ANDREW S.; GARCIA-TOMCHICK, HONOR; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) SMITH, ROBERT L; (b)(6);(b)(7)(C) KOLBE, KATHRYN; BOYER, STEPHEN A; (b)(6);(b)(7)(C) HARRIS, MELVIN; (b)(6);(b)(7)(C)

**Optional Attendees:** HUFFMAN, BENJAMINE C

This pre brief is in preparation for the Hiring Report Update Meeting with HRM that is scheduled for Friday, 12/15/17 @ 4pm with the Commissioner.

Materials will be updated prior to meeting.



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(b)(6);(b)(7)(C)

**Subject:** Operator's Pre Brief for Hiring Meeting  
**Location:** (b) (7)(E)

**Start:** Thu 12/14/2017 9:30 AM  
**End:** Thu 12/14/2017 10:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** JACKSTA, LINDA L (AC HRM)

**Required Attendees:** KLEIN, MATTHEW (OPR); Owen, Todd C (AC OFO); WAGNER, JOHN P; PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) YOUNG, EDWARD E; PEREZ, ROBERT E; (b)(6);(b)(7)(C) GARCIA-TOMCHICK, HONOR; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) SMITH, ROBERT L (b)(6);(b)(7)(C) KOLBE, KATHRYN; BOYER, STEPHEN A; (b)(6);(b)(7)(C) HARRIS, MELVIN; (b)(6);(b)(7)(C)  
**Optional Attendees:** HUFFMAN, BENJAMINE C

This pre brief is in preparation for the Hiring Report Update Meeting with HRM that is scheduled for Friday, 12/15/17 @ 4pm with the Commissioner.

Materials will be updated prior to meeting.



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(b)(6);(b)(7)(C)

**Subject:** (b)(7)(E) Update Meeting  
**Location:** (b)(7)(E)

**Start:** Mon 12/18/2017 10:00 AM  
**End:** Mon 12/18/2017 11:00 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); BOYER, STEPHEN A; PEREZ, ROBERT E; PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) MILLER, TROY A; (b)(6);(b)(7)(C) LEY, JENNIFER E.; (b)(6);(b)(7)(C)  
(b)(6), (b)(7)(C); FLANAGAN, PATRICK S; VITIELLO, RONALD D (USBP); NEW WATCHMAN; OC BRIEFING STAFF; (b)(6);(b)(7)(C)



2016 memo on operations; Briefing Reference; 2016 Counting  
MILITARY BUREAU; 2016 Reference Report; 11/16/16.docx

BM: Yes

Lead Office: NTC

Lead Office POC: Director (b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)

(b) (7)(E)

(b) (6), (b) (7)(C), (b) (7)(E)



(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)